

DECEMBER 2021

# WORKLOAD-BASED STAFFING ASSESSMENT



CITY OF GAHANNA  
**DIVISION OF POLICE**



JEFFREY B. SPENCE, CHIEF OF POLICE

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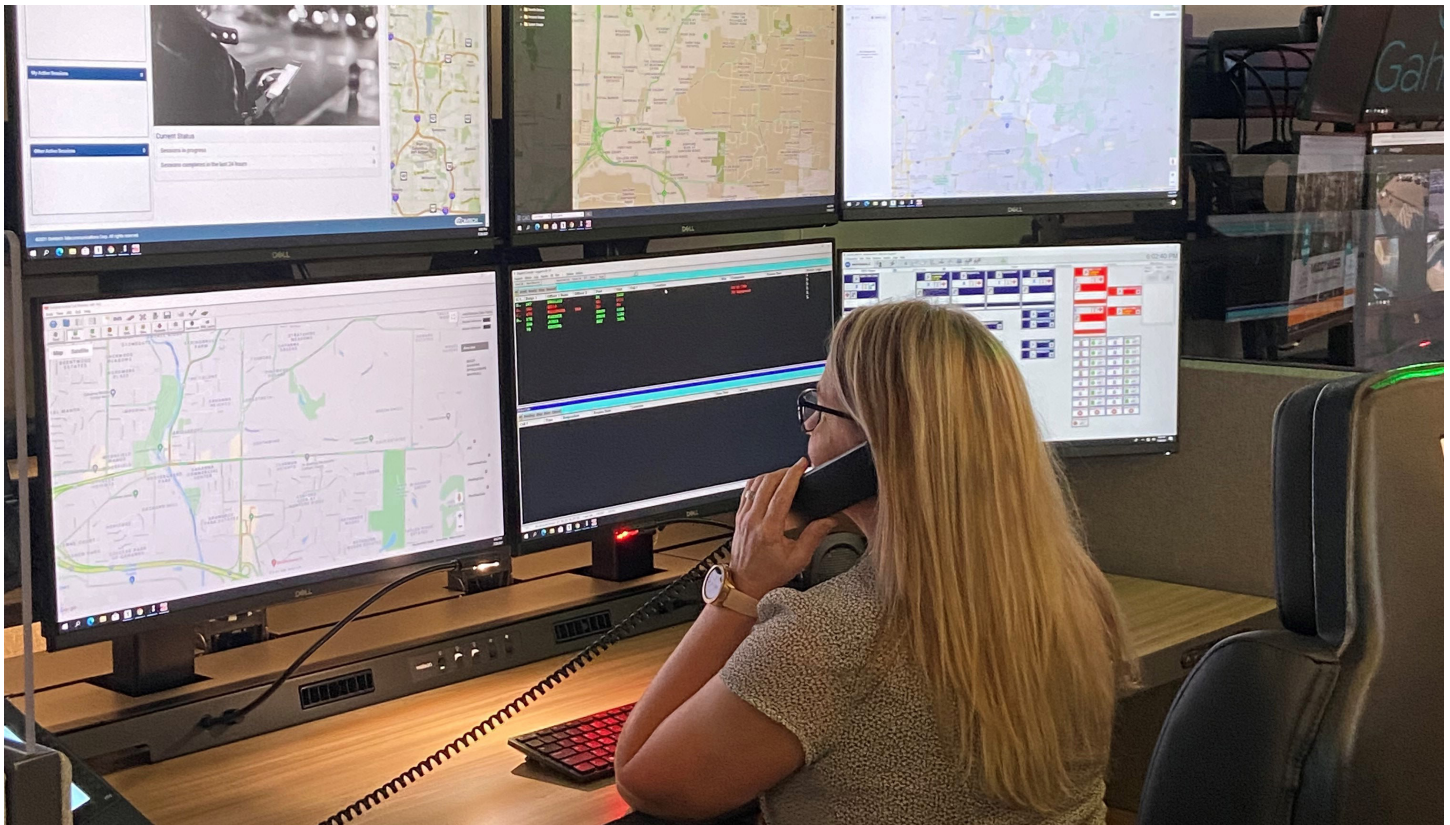
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# INTRODUCTION



This workload-based staffing assessment was completed to provide staffing estimates for the Gahanna Division of Police Field Services Subdivision (Patrol). The assessment is based on the concept that officers spend a measurable portion of their time handling citizen generated Calls-for-Service (CFS). Citizen generated CFS is the metric used in this report for measuring workload. This assessment will measure current workload levels based on historical reference for the most recent 36-month period. It will also project future staffing needs to address these workload trends, in addition to using historical data as the best indicator of future needs.

The workload-based CFS assessment approach used by the Division of Police is utilized as outlined by Wilson and Weiss (2012) for the following reasons:

- The process is an objective, straight forward approach that incorporates both academia, and the best practices of policing advisory bodies.

- The process is endorsed by the Ohio Association of Chiefs of Police (OACP).
- As an organization driven by goals and objectives, this approach includes the opportunity to give input on the performance objective consideration of the Division's robust community-oriented goals and objectives.

This workload-based approach has six steps in the process of determining and producing an assessment which includes:

1. Examining the distribution of CFS by shift and month.
2. Examining the nature of the calls.
3. Estimating the time consumed on CFS.
4. Calculating the Division's Relief Factor.
5. Establishing the Division's performance objective.
6. Providing Division staffing estimates.

The six steps and methodology used to derive the quantitative data are broken down in the report to follow.

## LIMITATIONS AND METHODOLOGY

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The decision to utilize a September to August annual review period as opposed to a calendar year was made with two management objectives in mind:

1. Agency administrators can annually review the workload assessment that captures the past 36 months of data, including the most recent nine months. This allows us the opportunity to make allocation changes to shifts and/or daily staffing levels prior to the annual personnel shift bidding process for the following year, by October 1 (a collective bargaining agreement contractual obligation).
2. Agency administrators can review the workload assessment prior to preparing for the annual budget process. Any additional patrol personnel requests would be based on a current quantitative workload assessment.

This report is updated annually in September, as part of our process to improve overall organizational efficiencies and to adequately forecast staffing needs.

In May 2018, the Novak Consulting Group issued a Police Organizational Report for the Gahanna Division of Police, which included a registry of 29 recommendations to improve effectiveness and efficiency. This workload-based staffing assessment meets the criteria for Recommendation #23 which states: *Monitor identifiable and anticipated needs and incorporate their impact into planning for future hiring.* Another benefit of this assessment is the resulting workload data for police managers to consider during the annual budget process.

This staffing model, as applied to the Gahanna Division of Police, is affected significantly by supervisors, and to a much lesser extent, non-patrol personnel addressing CFS, who otherwise are not included in the CFS data. The Division has a School Resource Officer (SRO) component of three officers not included in this report. The SRO unit addresses the needs and CFS for approximately 2,500 students, teachers, and staff within Gahanna Lincoln High School, and additionally, are responsible for other schools within Gahanna, crimes in-progress, emergency situations and other call demands.



Sergeants assigned to patrol shifts within the Gahanna Division of Police are considered part of minimum staffing levels and routinely respond to, and address, routine CFS. This dynamic is examined in this assessment as it does artificially reduce officer staffing requirements and the performance objective factor. The Division infrequently uses reserve and part-time officers, but does not utilize non-sworn staff to address CFS.



## CALLS-FOR-SERVICE

CFS data is derived from the Division's Computer Aided Dispatch (CAD) system. The agency defines a CFS as a "public initiated" event and includes CAD entries coded as received by telephone (non-emergency lines), 9-1-1, or walk-in. Other CAD entries include those calls that are officer-initiated or administrative, and are usually received via in-car Mobile Data Computers (mobile), dispatch, on-view, and radio.

In the most recent period examined (2020-2021), there were 28,913 CAD entries. Of these 17,465 were classified as a CFS where the public initiated a request for police services by telephone, 9-1-1, or walk-in. CFS have taken a large jump in the past 12 months, increasing by 46% over 2019-20. CFS entries are entirely public-generated calls and the volume is not affected by staffing.

**TABLE 1 - CAD ENTRIES BY YEAR AND SHIFT**

TYPE OF CAD ENTRY	SHIFT	2018-19	2019-20	2020-21
<b>Calls-for-Service (CFS)</b> (telephone, 9-1-1, walk-in)	0600-1359	4,572	4,358	6,178
	1400-2159	6,003	5,673	8,122
	2200-0559	2,163	2,049	3,165
	<b>SUBTOTAL</b>	<b>12,738</b>	<b>12,080</b>	<b>17,465</b>
<b>Other CAD Entries</b> (mobile, dispatch, on-view, radio)	0600-1359	5,565	3,706	3,729
	1400-2159	6,434	5,129	5,711
	2200-0559	3,151	2,311	2,008
	<b>SUBTOTAL</b>	<b>15,150</b>	<b>11,146</b>	<b>11,448</b>
<b>TOTAL</b>		<b>27,888</b>	<b>23,226</b>	<b>28,913</b>

We have experienced an increase in CFS levels in 2021 as both CFS and Other CAD entries were adversely affected in 2020 due to COVID-19. The effects of COVID-19 in 2020 included a two week statewide closure and a stay-at-home order for non-essential businesses, courts, and schools. The Division deferred calls for non-injury crashes, pushing reports to online or telephone, and we experienced diminished enforcement activity due to court closures. After the two week closure, we experienced reduced overall activity due to restricted

business hours, ongoing closures, less traffic, and more people at home. Other CAD entries are self-initiated and may be affected by other factors including staffing, organizational objectives, health and safety restrictions and guidelines to avoid unnecessary exposure for the public and staff, and the agency Relief Factor (RF). Most of the Division's organizational goals and objectives that include measured activities to meet community expectations would fall under the category of 'Other' CAD entries.

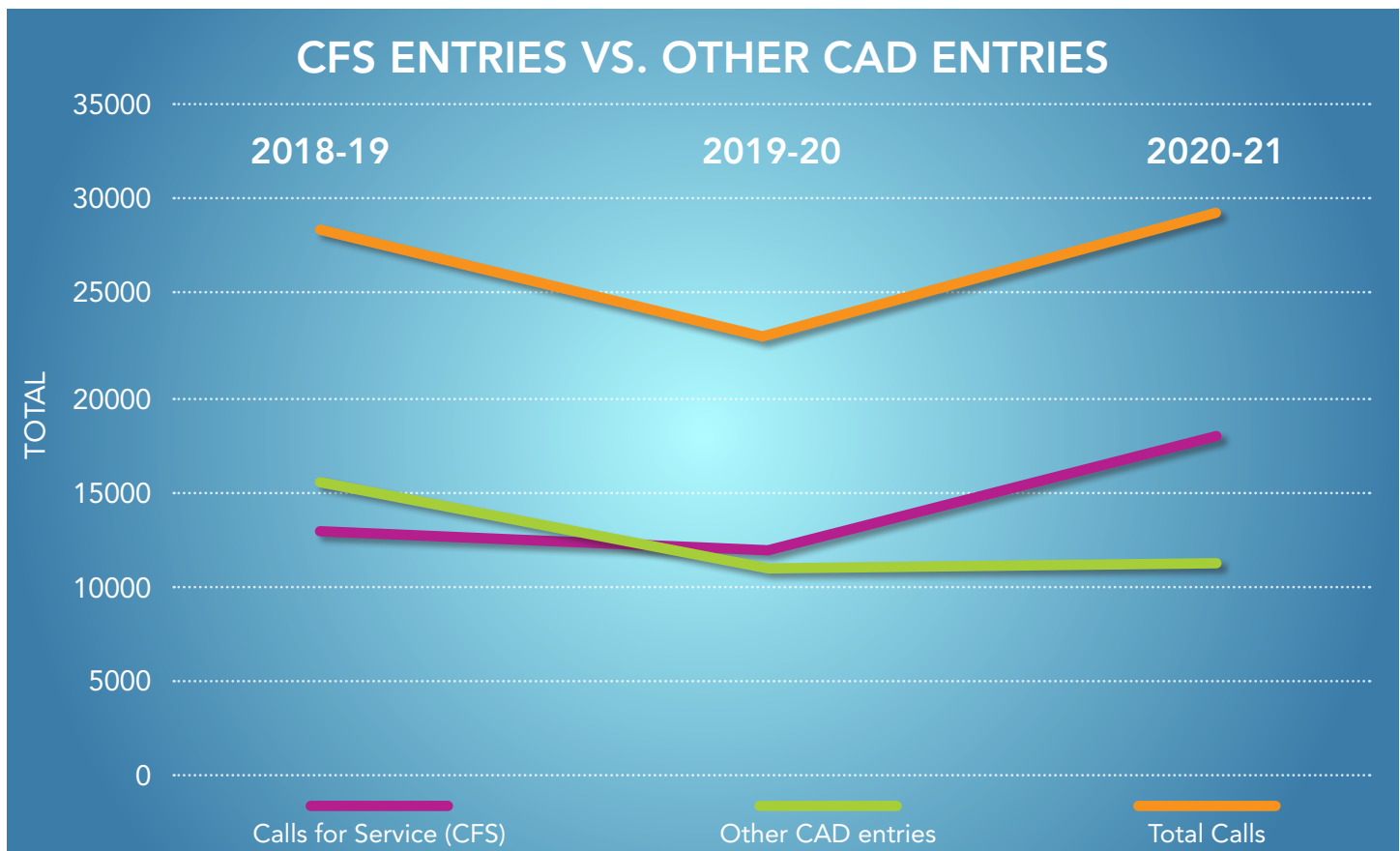
## CALLS-FOR-SERVICE

An inverse relationship between public-initiated CFS and Other CAD entries may exist in some data sets. For instance, as CFS entries decrease or increase there is more, or less, time for officer-initiated activity that is captured as Other CAD entries. In comparing the three 12-month periods between 2018-2021 both CFS and Other CAD entries dropped in 2020, but since that time, even when CFS increased by 46%, other self-initiated CAD entries have remained statistically stable with a <1% drop over the past year. The lingering COVID-19 health and safety restrictions prevented us from completing many of our goals and objectives that included public contact until the second and third quarter of 2021. These data sets provide us the opportunity to anticipate needs and some measure of confidence that staffing based on the analysis is likely to address staffing needs.

### Mitigating factors in this analysis include:

- CFS have returned to normal levels as post-COVID public, private and community activities have resumed.
- In 2021, Other CAD entries, including those that are generated to meet our public outreach goals and objectives and community expectations, were still curtailed for half the reporting year due to COVID-19 restrictions.
- Consistently, the Division has experienced a Relief Factor (RF) at, or near 2.0. Officers on restricted duty have been properly tracked since 2020, as their status is important to accurately represent available personnel and the RF.

**TABLE 2 - CFS ENTRIES VS. OTHER CAD ENTRIES**



## TIME CONSUMED ON CALLS-FOR-SERVICE

Time consumed on CFS relates to public-generated CFS only and demonstrates how many hours Gahanna officers spent on these calls. The earliest dispatched date and time entered in CAD for a call was used

as the start time for a call. The date and time the officer cleared a call was used as the end time of the call, and the interval in-between the two times is used as the total time of the call.

**TABLE 3 - TIME ON CALLS-FOR-SERVICE**

September 2018 - August 2019 (Hours)

SHIFT	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
First	238	202	216	240	167	193	194	222	170	218	238	257	2,555
Second	604	338	347	325	384	315	342	394	372	423	445	398	4,687
Third	1,192	575	869	277	439	735	636	480	764	1,136	815	875	8,788
<b>TOTAL</b>	<b>2,034</b>	<b>1,115</b>	<b>1,432</b>	<b>837</b>	<b>990</b>	<b>1,243</b>	<b>1,172</b>	<b>1,096</b>	<b>1,306</b>	<b>1,777</b>	<b>1,498</b>	<b>1,530</b>	<b>16,030</b>

**TABLE 4 - TIME ON CALLS-FOR-SERVICE**

September 2019 - August 2020 (Hours)

SHIFT	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
First	242	262	249	240	245	183	178	142	210	171	221	208	2,553
Second	409	475	421	299	548	298	435	251	255	283	402	342	4,419
Third	1,364	705	773	931	844	763	736	587	564	466	734	839	9,305
<b>TOTAL</b>	<b>2,015</b>	<b>1,442</b>	<b>1,443</b>	<b>1,470</b>	<b>1,637</b>	<b>1,244</b>	<b>1,349</b>	<b>980</b>	<b>1,029</b>	<b>920</b>	<b>1,357</b>	<b>1,389</b>	<b>16,277</b>

**TABLE 5 - TIME ON CALLS-FOR-SERVICE**

September 2020- August 2021 (Hours)

SHIFT	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
First	201	168	157	175	170	165	195	148	208	202	186	210	2,185
Second	324	349	339	335	297	320	332	265	306	351	364	389	3,971
Third	1060	531	506	560	841	609	845	428	1,125	1,159	1,110	1040	9,814
<b>TOTAL</b>	<b>1,585</b>	<b>1,048</b>	<b>1,002</b>	<b>1,070</b>	<b>1,308</b>	<b>1,094</b>	<b>1,372</b>	<b>841</b>	<b>1,639</b>	<b>1,712</b>	<b>1,660</b>	<b>1,639</b>	<b>15,970</b>

The time consumed on calls reflected in Tables 3-5 includes sergeants on all calls classified as a CFS. Historically, sergeants in the Division are included in the minimum shift staffing levels and respond to routine

CFS. Current deployment of shift sergeants includes responding to everyday and routine CFS as a necessary determined use of their time.



**The Shift Relief Factor (RF)** demonstrates the relationship between the maximum number of days that a Gahanna patrol officer could work and the number of days they actually work. This will establish the average number of officers required to staff one 8-hour shift position per day, 365 days a year. Table 6 (pg. 9) illustrates the total time off per category for every officer in the Field Services Subdivision (excluding sergeants) working a patrol assignment during each of the past three years.

The shift relief factor is a ratio of the total number of hours a patrol officer could work in a year if he or she worked every day (numerator) to the actual hours the officer works on patrol in the same year (denominator).

**The actual hours worked** (denominator) is calculated by summing the total number of hours a patrol officer could work in a year if he or she worked every day (8 hour shift x 365 days = 2,920 hours), then subtracting all of the time the officer took off for vacation, sick leave, comp time, holiday, and regular days off (two days per week) and the days not working patrol such as training, military leave, jury duty, light duty, and injury leave.

**Partial year adjustments** are made when a patrol officer does not work all 12 months of a year, the total number of hours he or she could have worked is adjusted proportionally.

**Example:** An officer worked only five months of the year

$[8 \text{ hours} \times 30.1 \text{ days per month} \times 5 \text{ months}]$   
= 1,204 hours

The number of 1,204 hours is used as the total potential number of hours of work in lieu of 2,920 hours – the value used for the entire year. The total number of regular days off is adjusted in a similar proportional manner.

The Gahanna Division of Police facilitates an annual shift bid that occurs in October of each year for the pending year's staffing assignments. To permit timely administrative adjustments to shift schedules and staffing prior to the shift bid, the data collection period occurs from September of the previous year to August of the current year. This permits consideration of the most recent 36 months of data prior to making any workload-based adjustments to shift scheduling.



## SHIFT RELIEF FACTOR

**TABLE 6 - TOTAL TIME OFF BY CATEGORY AND AVERAGE RELIEF FACTOR**

	2017-2018	2018-2019	2019-2020	2020-2021
Number of Officers (n)	31	32	33	28
Regular Days Off	25,792	26,624	27,392	24,352
Comp Time Used	7,034	6,960	3,672	3,643
Vacation	5,051	5,765	4,561	3,626
Holiday Leave*	293	680	2,149	3,489
Personal Emergency Leave*	0	0	124	500
Sick Leave	2,599	2,868	4,182	3,580
Emergency Personal Sick Leave**	0	0	686	298
Funeral	40	56	40	205
Training	2,421	2,637	2,108	2,619
Military Leave	0	184	592	1,416
Restricted Duty	0	0	1,467	2,400
Jury Duty	0	184	0	0
Injury Leave	1,994	1,151	2,975	20
Leave without Pay	24	200	510	1256
<b>TOTAL HOURS</b>	<b>45,347</b>	<b>47,260</b>	<b>51,457</b>	<b>47,404</b>
<b>Average Relief Factor</b>	<b>2.00</b>	<b>1.98</b>	<b>1.87</b>	<b>2.34</b>

### ELEMENTS AFFECTING THE RELIEF FACTOR:

- The average relief factor is based on the actual time off used in the indicated years from September to August by patrol officers.
- Holiday Leave and Personal Emergency Leave\* are additional categories of leave defined in the collective bargaining agreement. It should be noted that these types of leaves are not additional benefits, but rather a conversion of existing types of leave already accrued.
- FMLA may be included in Sick Time, Vacation, Personal Leave, Compensatory Time or Leave without Pay as determined by the officers' application of available time banks to this leave period.
- Leave without pay may include active military duty, or injury leave, after obligated paid status days have been exceeded.
- Officer in Charge (OIC) time is not included in the calculation as officers still respond to CFS while performing this function. Long-term injuries, unpaid leave status, military and restricted duty are trending as major influencers in the 2021 Relief Factor.
- Emergency Personnel Sick Leave (EPSL)\*\* was extended to Division members by a City directive as part of the Families First Coronavirus Response Act (FFCRA) in response to quarantines, loss of childcare and other pandemic-related leave use. The EPSL provisions were extended into 2021.

## THE PERFORMANCE OBJECTIVE

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The “Performance Objective” as applied to this assessment is represented as the desired percentage of time a Gahanna officer should be devoted to CFS. This workload-based assessment will quantitatively measure the current and trending time officers have available to devote to CFS generated by the public. It will also identify where our Performance Objective falls in the range of Performance Objectives as determined by actual CFS, time on calls, relief factors and available staffing.

There is no required minimum standard performance objective level for policing services. The ranges for a performance objective can vary from 33 percent to 50 percent, based on several best practice models and administrative guiding bodies. The International Association of Chiefs of Police (IACP) has suggested a performance objective of 33 percent. For the past three years, as the Division has lost personnel,

we have moved from an ideal 33 percent to a 45 percent performance objective.

The performance objective is time dedicated to CFS, represented as a percentage of an officer’s total time. This is time the Division is purely in a reactive response to community needs. The decision point police and community leaders must consider is how much of an officer’s daily duties should be spent on purely reactive CFS and how much time should be reserved for more proactive patrol activities.

The inverse percentage of the performance objective represents the remaining time a Gahanna officer has available for proactive policing/self-initiated activity such as foot patrols, bike patrols, hazardous crash location patrol, presence in high crime areas, impaired driving and general traffic enforcement, community engagement activities, proactive policing and presence in neighborhood patrols. Some of these activities are captured in the other CAD

entries as a way of measuring Division and community goals and objectives related to community engagement, crime and traffic crash reduction efforts. Other CAD entries are administrative, such as required training or simply providing a proactive policing presence.

This step in the assessment process permits the Division to determine, based on community expectations and city leadership, what success looks like as a desired performance objective. By determining a performance objective factor, the Division can also target how much of a Gahanna officer’s day may be allocated for other proactive and measured activities that are required to meet Division goals and objectives, management philosophies, and community expectations.





## THE PERFORMANCE OBJECTIVE

**TABLE 7 - PERFORMANCE STANDARD STAFFING 2018-19**

Shift	CFS	Hrs. on CFS	Unit (Hrs./2920)	RF	Product of Units and RF	50% Objective	33% Objective
First	4,572	2,555	0.8750	1.98	1.7325	3.4650	5.2500
Second	6,003	4,758	1.6051	1.98	3.1782	6.3563	9.6308
Third	2,163	8,907	3.0096	1.98	5.9590	11.9180	18.0575
Total	12,738	16,030			Officers to Meet Objectives	23	35

**TABLE 8 - PERFORMANCE OBJECTIVE STAFFING 2019-20**

Shift	CFS	Hrs. on CFS	Unit (Hrs./2920)	RF	Product of Units and RF	50% Objective	33% Objective
First	4,358	2,555	0.8750	1.87	1.6363	3.2725	4.9583
Second	5,673	4,419	1.5134	1.87	2.8300	5.6600	8.5757
Third	2,049	9,305	3.1866	1.87	5.9590	11.9180	18.0576
Total	12,080	15,794			Officers to Meet Objectives	22	33

**TABLE 9 - PERFORMANCE STANDARD STAFFING 2020-21**

Shift	CFS	Hrs. on CFS	Unit (Hrs./2920)	RF	Product of Units and RF	50% Objective	33% Objective
First	6,178	2,185	0.7483	2.34	1.7510	3.502	5.3061
Second	8,122	3,971	1.3599	2.34	3.1822	6.3644	9.6430
Third	3,165	9,814	3.3610	2.34	7.8647	15.7294	23.8324
Total	17,465	15,970			Officers to Meet Objectives	27	41

The tables above indicate the formula used to determine the number of officers necessary to meet the 50% and 33% performance objectives.

- Column 1 identifies the shift.
- Column 2 is the total annual CFS for that shift.
- Column 3 represents the hours necessary to complete those CFS.
- Column 4 indicates the number of personnel units based on an eight (8) hour shift, 365 days a year, necessary to complete the hours of work indicated.
- Column 5 is the relief factor (RF) necessary for staffing one position accounting for all leaves and absences.
- Column 6 is the product of the personnel work units and the relief factor (RF) expressed as personnel work units that include relief unit time.
- Column 7 and 8 express the number of officers necessary to staff the shifts with the 50 and 33 percent performance objectives. Whole units are used to total the number of officers needed as fractional units cannot be assigned.

## THE PERFORMANCE OBJECTIVE

The Division has operated with patrol staffing (as represented in Table 10 below) for the respective assessment periods. Based on the performance standard staffing assessment (Table 7, pg. 11), and the performance objective level, the Division in 2018-19 should have been staffed with 35 officers to meet the desired 33% objective. The Division was staffed with 32 officers in 2018-19 and when applying the known RF and hours worked, the actual performance factor was approximately 36%.

In 2019-20, the Division of Police had a staffing level of 33 officers during the period which represents an actual performance factor of 35%. In 2019-20, the number of CFS decreased (Table 9, pg. 11), but the number of hours spent by officers on calls increased. During this past year there was an increase in total CFS (Table 8, pg. 11); however, there was a slight decrease in the total number of hours necessary to address the call demand.

**TABLE 10 - PERFORMANCE OBJECTIVE STAFFING**

Performance Factors	2018-2019	2019-2020	2020-21
Calls-for-Service (CFS)	12,738	11,146	17,465
Other CAD entries	15,150	12,080	11,448
Total CFS and Other CAD entries	27,888	23,226	28,913
CFS as a Percentage of all CAD entries	57.48%	47.98%	60.40%
Personnel Hours on Calls-for-service	16,030	16,277	15,970
Average Relief Factor	1.98	1.87	2.34
33% Performance Objective Level (Officers needed to meet objective)	35	33	41
50% Performance Objective Level (Officers needed to meet objective)	23	22	27
Actual Staffing Level 9/1 of each year	32	33	28
Performance Objective Level on 9/1 of each year	<b>35%</b>	<b>33%</b>	<b>45%</b>





# RESPONSE TO PRIORITY ONE CALLS FOR SERVICE

## New Assessment Considerations

Working with our crime analyst, we have been able to extract a response time for priority one CFS for the Division. These are typically classified as those with high criticality such as, assaults, traffic crashes or other crimes that are in progress or of

a highly critical nature. Priority one calls are also most likely to require a two-officer assignment which can be important for considerations in shift staffing where CFS may be lower by call volume but by severity may require more two-officer call assignments.

**TABLE 10 - PERFORMANCE STANDARD STAFFING**

Year	Number of Priority 1 Calls				Response Time
	First	Second	Third	Total	
2018	2,319	2,880	1,320	6,519	8:40
2019	2,246	2,777	1,136	6,159	8:45
2020	2,085	2,658	1,034	5,777	8:39
2021*	2,104	2,587	1,098	5,789	8:46

\* 2021 is a year-to-date total only as of 8.31.2021

Response times are a performance measure of staffing that is an essential indicator of how well we are meeting the needs of the community and their expectations in their greatest time of need. Response times have not varied much in the past 36 months or year to date.

The review of our response times has led to a closer examination of the classification of calls that are currently considered priority 1. The purpose for prioritizing the calls is to provide our dispatchers a clearer path in assigning CFS based on their priority. We found hundreds of criminal damaging and theft from vehicles calls classified as priority 1 calls. It is estimated that most of these calls are for reporting purposes only with very few “in progress” or “fresh scenes”. These report calls are certainly important but should not carry the same value in a prioritization hierarchy as a 9-1-1 hang up, assault, robbery, shooting, domestic and related time sensitive responses.

## Recommendation:

It is recommended that these two classifications of criminal damaging and theft from vehicles be bifurcated into two responses one as a Priority 1 “in progress” response and a secondary Priority 2 report response.



## SUMMARY

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The Division has addressed all CFS effectively and efficiently over the past 36-month period with available staffing levels at times nearing ideal performance objective levels. The additional review of priority response times indicates we are clearly focused on a sense of urgency in response to community priority calls for service.

The Division has shifted attention from reactionary policing to proactive policing that includes goals and objectives that are measured as self-initiated activities. These are proactive services and require time not dedicated to CFS to perform. Some of these programs are critical to the delivery of quality-of-life services geared toward traditional community-oriented policing efforts. Such efforts include community engagements, public meetings, special events, self-defense/active shooter classes, bike patrol, foot patrol, crime prevention, house checks, traffic and impaired driving enforcement, traffic surveys, neighborhood patrols and many other activities that are not a reactive response to a call for law enforcement services from the public.

The Chief has directed the Division's focus to address the many burgeoning community needs related to individuals and their families suffering from the effects of mental illness and addiction. Conducting proper follow-up, looking beyond the initial incident, connecting victims, families and caretakers with appropriate community resources and engaging in holistic problem solving which takes time, training, and personnel resources.

The desired performance objective of 33% was not realized this past year largely due to extended injury leave, military leave, and three unanticipated vacancies. With a work group of nearly 30 officers, this is a small group dynamic where five officers represent almost 15% of available staffing.



In 2020-2021, the ideal performance objective of 33% would have required 41 officers but actual staffing was 28 officers representing a 46% performance factor. This is approaching the 50% performance objective which is recognized as a less than an ideal dynamic for maintaining proactive police operations, as officers have less time to be proactive with 50% of their time dedicated exclusively to responding to CFS. This also has resulted in a secondary issue of concern for management, as sergeants have become part of minimum staffing levels.

Shift sergeants are currently assigned routine CFS as a necessary use of their time. Over the past several years the practice of the shift sergeant "helping out" during busy times has devolved into sergeants becoming more and more heavily involved in everyday shift work, most notably on 3rd Shift (10p-6a). There are calls-for-service that most law enforcement executives and risk managers recognize that it is preferred or required for a sergeant to respond to, such as; critical scenes, incidents involving injury, uses-of-force, pursuits, citizen complaints and many other similar calls. This ability to be available may be delayed or curtailed if the shift sergeant is otherwise engaged in routine patrol duties.



## RECOMMENDATIONS

### Recommendation No. 1: Strive to attain the ideal performance objective of 33%.

It is recommended that the Division formally subscribe to a patrol performance standard that permits officers to perform their duties, meet community expectations, pursue community-oriented policing initiatives, and achieve management goals and objectives. The Division is an agency driven by robust goals and objectives that are comprised of five strategic goals and dozens of objectives that are all proactive, community-focused, prevention-oriented or in furtherance of professional standards to meet community expectations.

In the past year changes to Civil Service and collective bargaining agreements have permitted us the opportunity to consider hiring lateral transfer applicants in our hiring process. We have the ability now to hire proven, credentialed, experienced and trained individuals we can quickly deploy with a shorter field training period

without the cost or time associated with a six month basic police academy, followed by an extended three month field training assignment.

The current budget requests for staffing include a new officer in 2022, which would bring the Division closer to the ideal performance objective. Lag time between hire date and solo patrol deployment can be as short as 6 months for lateral entry hires and 18 months for non-certified hires.

To address the current vacancies, the 2021 recruitment efforts include four pending new hires scheduled to attend the police academy this December. Those hires will then complete a three-month field training program beginning in July 2022. We also have been successful in recruiting three lateral transfer candidates who have various starting dates in the fourth quarter of 2021, to address some of our urgent staffing needs.

**TABLE 10 - PERFORMANCE STANDARD STAFFING**

Position	Actual	Total Authorized	Vacancy
Chief	1	1	0
Deputy Chief	1	1	0
Lieutenants	3	3	0
Non-patrol Sergeants	2	2	0
Detectives	8	9	1
School Resource Officer Community Liaison Officer*	3	3/(1*)	(1*)
Patrol Sergeants	4	4	0
Patrol Officers	28	35(1*)	8
Total	50	60 (62*)	7 (9*)

\* Proposed 2022 positions

## RECOMMENDATIONS

### **Recommendation No. 2: Increase patrol staffing levels to meet the ideal performance objective of 33% to provide staffing necessary to address routine calls-for-service without the sergeants**

Most medium and larger sized agencies do not use shift sergeants as deployable units for routine CFS, providing the sergeant the freedom to perform the desired functions of a manager exercising proper supervision over the entire shift's operations. Police sergeants should be free to provide supervision to the entire shift, which is difficult when they are tasked with routine duties as part of minimum staffing levels. This practice prevents unrestricted oversight and may limit the Division's ability to respond to scenes that should require the presence of a supervisor.

Best practices in deployment of police field personnel include policy directing and requiring the presence of a supervisor at certain scenes based on the criticality of the call. This is difficult when supervisors are engaged with other CFS. It is not uncommon for a police supervisor to take calls but usually that's on a selected basis not assigned basis, due to staffing levels that restrict our supervisor's ability to check on multiple calls during a shift. It is also not uncommon for the police supervisor to respond to calls at times of high call volume. The practice in Gahanna however has devolved to the shift sergeant counting toward shift minimum staffing thereby they become essentially another deployable unit as part of rotational, available or proximity driven dispatching with much less time to



perform the function they are charged to do which is oversee the police activities of the shift.

As previously mentioned, the Novak Consulting Group's Police Organizational Report for the Division of Police included a registry of 29 recommendations to improve effectiveness and efficiency. Recommendation #2 in the Novak Consulting Group Report (Appendix Item 1) includes the recommendation to exclude sergeants from shift minimum staffing targets.

Gahanna sergeants are the first-line risk managers for the City and the Division in a profession that provides some of the most critical and potentially litigious services to the community. The recommendation is to increase patrol allocation to replace the four patrol sergeants and remove them from the minimum staffing formulation.

## REFERENCES

O'Dell, Peyton (2021) Management Analyst, Time and Attendance Reports as generated October 2021, Gahanna Division of Police.

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## APPENDIX A - NOVAK REPORT REGISTRY

**TABLE 1: SUMMARY OF RECOMMENDATIONS**

#	PATROL STAFFING, SCHEDULING, AND OPERATIONS RECOMMENDATIONS
1	Adjust minimum staffing levels to increase daytime proactive policing capacity.
2	Exclude Sergeants from shift minimum staffing targets.
3	Implement a data-driven, intelligence-led proactive policing strategy.
4	Pursue accreditation of the Division.
5	Track ongoing community relations efforts and diversity training.
#	INVESTIGATIVE STAFFING AND OPERATIONS RECOMMENDATIONS
6	Expedite closing of cases deemed non-amenable to investigation.
7	Expand participation of patrol officers in investigations.
8	Enhance data collection regarding Detective Bureau workload indicators.
9	Establish standards for timeliness of investigations.
10	Assign one additional Detective to narcotics investigations.
11	Retain the Flex Schedule for Detective personnel.
12	Retain the position of Court Liaison.
#	ADMINISTRATIVE BUREAU STAFFING RECOMMENDATIONS
13	Assign the Records Clerk to the Administrative Bureau.
14	Assign the Crime Analyst to the Office of the Chief of Police under supervision of the Administrative Operations Manager and the Deputy Chief.
15	Expand cross-training of non-sworn staff.
#	MANAGEMENT AND ADMINISTRATION - RECOMMENDATIONS
16	Eliminate or reduce gaps in patrol supervision.
17	Define role and duties of the Management Analyst.
18	Ensure completion of annual performance evaluations.
19	Implement a formal Division recognition program.
20	Conduct a facility and space needs assessment of Police Headquarters.
21	Revise procedures for use of compensatory time.
22	Conduct periodic refresher training regarding statutes and policies on nepotism.
23	Monitor identifiable and anticipated needs and incorporate their impact into planning for future hiring.
24	Retain current assignments of non-patrol Sergeants; periodically review functions to ensure equitable distribution of duties and to enhance efficiency.
25	Clearly establish the Division's Chain of Command.
#	TECHNOLOGY ISSUES RECOMMENDATIONS
26	Upgrade the payroll processing system.
27	Enhance training for officers in the Division's computer systems.
#	9-1-1 COMMUNICATIONS CENTER OPERATIONS RECOMMENDATIONS
28	Create a cadre of part-time and/or on-call Dispatchers to fill vacant positions and assist with leave coverage; explore load shifting and work sharing opportunities with other agencies.
29	Install an automated telephone information system ("phone tree").

## APPENDIX B - OFFICER TIME SPENT ON CFS (2018-2021)

SEPTEMBER 2018 - AUGUST 2019

Time on Calls-For-Service

(hh:mm)	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
06:00-13:59	221:56	188:12	205:52	228:55	153:07	181:28	185:54	204:52	162:09	203:04	221:01	236:22	2392:52	199:24
14:00-21:59	589:46	321:03	328:13	310:43	371:16	307:49	339:36	373:23	370:32	411:11	424:38	390:16	4538:26	378:12
22:00-05:59	1114:29	567:16	762:38	266:13	431:03	676:43	622:40	460:42	754:28	1076:43	752:43	873:52	8359:30	696:37
<b>Total</b>	<b>1926:11</b>	<b>1076:31</b>	<b>1296:43</b>	<b>805:51</b>	<b>955:26</b>	<b>1166:00</b>	<b>1148:10</b>	<b>1038:57</b>	<b>1287:09</b>	<b>1690:58</b>	<b>1398:22</b>	<b>1500:30</b>	<b>15290:48</b>	<b>1274:14</b>

SEPTEMBER 2019 - AUGUST 2020

Time on Calls-For-Service

(hh:mm)	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
06:00-13:59	242:05	261:54	249:29	240:54	244:59	183:03	178:26	141:40	210:13	170:54	221:08	207:51	2552:36	212:43
14:00-21:59	409:12	475:24	421:04	299:10	548:00	298:30	435:13	250:50	255:06	283:24	401:58	342:01	4419:52	368:19
22:00-05:59	1364:10	705:19	772:35	931:18	844:29	763:11	735:39	586:40	563:40	465:43	733:33	838:56	9305:13	775:26
<b>Total</b>	<b>2015:27</b>	<b>1442:37</b>	<b>1443:08</b>	<b>1471:22</b>	<b>1637:28</b>	<b>1244:44</b>	<b>1349:18</b>	<b>979:10</b>	<b>1028:59</b>	<b>920:01</b>	<b>1356:39</b>	<b>1388:48</b>	<b>16277:41</b>	<b>1356:28</b>

SEPTEMBER 2020 - AUGUST 2021

Time on Calls-For-Service

(hh:mm)	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
06:00-13:59	200:51	168:00	157:06	175:10	170:26	165:12	194:45	147:48	208:25	202:23	186:27	210:20	2186:53	182:14
14:00-21:59	323:58	348:36	339:27	334:42	296:56	320:09	332:40	264:57	305:33	351:25	364:27	388:35	3971:25	330:57
22:00-05:59	1060:07	530:46	505:30	559:57	840:39	609:03	845:05	428:24	1124:43	1158:40	1110:04	1039:32	9812:30	817:42
<b>Total</b>	<b>1584:56</b>	<b>1047:22</b>	<b>1002:03</b>	<b>1069:49</b>	<b>1308:01</b>	<b>1094:24</b>	<b>1372:30</b>	<b>841:09</b>	<b>1638:41</b>	<b>1712:28</b>	<b>1660:58</b>	<b>1638:27</b>	<b>15970:48</b>	<b>1330:54</b>

## APPENDIX C - CALLS-FOR-SERVICE (CFS) VS. OTHER CAD ENTRIES (2018-19)

SEPTEMBER 1, 2018 - AUGUST 31, 2019

Calls-for-Service (CFS) vs. Other CAD entries

First Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	407	385	397	382	307	330	298	386	374	450	440	416	4,572	381
Other Entries	508	484	401	405	449	458	527	424	494	362	511	542	5,565	464
<b>Total</b>	<b>915</b>	<b>869</b>	<b>798</b>	<b>787</b>	<b>756</b>	<b>788</b>	<b>825</b>	<b>810</b>	<b>868</b>	<b>812</b>	<b>951</b>	<b>958</b>	<b>10,137</b>	<b>845</b>

Second Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	526	531	487	446	427	459	423	499	569	530	542	564	6,003	500
Other Entries	445	512	593	555	763	564	666	471	509	464	382	510	6,434	536
<b>Total</b>	<b>971</b>	<b>1,043</b>	<b>1,080</b>	<b>1,001</b>	<b>1,190</b>	<b>1,023</b>	<b>1,089</b>	<b>970</b>	<b>1,078</b>	<b>994</b>	<b>924</b>	<b>1,074</b>	<b>12,437</b>	<b>1,036</b>

Third Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	194	177	205	157	165	169	157	154	180	191	197	217	2,163	180
Other Entries	306	288	259	288	219	200	314	288	308	168	253	260	3,151	263
<b>Total</b>	<b>500</b>	<b>465</b>	<b>464</b>	<b>445</b>	<b>384</b>	<b>369</b>	<b>471</b>	<b>442</b>	<b>488</b>	<b>359</b>	<b>450</b>	<b>477</b>	<b>5,314</b>	<b>443</b>

All Shifts	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	1,127	1,093	1,089	985	899	958	878	1,039	1,123	1,171	1,179	1,197	12,738	1,062
Other Entries	1,259	1,284	1,253	1,248	1,431	1,222	1,507	1,183	1,311	994	1,146	1,312	15,150	1,263
<b>Combined</b>	<b>2,386</b>	<b>2,377</b>	<b>2,342</b>	<b>2,233</b>	<b>2,330</b>	<b>2,180</b>	<b>2,385</b>	<b>2,222</b>	<b>2,434</b>	<b>2,165</b>	<b>2,325</b>	<b>2,509</b>	<b>27,888</b>	<b>2,324</b>

## APPENDIX D - CALLS-FOR-SERVICE (CFS) VS. OTHER CAD ENTRIES (2019-20)

SEPTEMBER 1, 2019 - AUGUST 31, 2020

Calls-for-Service (CFS) vs. Other CAD entries

First Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	415	458	391	406	386	327	336	254	359	337	332	357	4,358	363
Other Entries	429	461	374	319	288	375	255	153	137	227	302	386	3,706	309
<b>Total</b>	<b>844</b>	<b>919</b>	<b>765</b>	<b>725</b>	<b>674</b>	<b>702</b>	<b>591</b>	<b>407</b>	<b>496</b>	<b>564</b>	<b>634</b>	<b>743</b>	<b>8,064</b>	<b>672</b>

Second Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	597	599	478	475	469	437	457	354	433	457	443	474	5,673	473
Other Entries	415	492	487	456	527	562	432	235	386	230	468	439	5,129	427
<b>Total</b>	<b>1,012</b>	<b>1,091</b>	<b>965</b>	<b>931</b>	<b>996</b>	<b>999</b>	<b>889</b>	<b>589</b>	<b>819</b>	<b>687</b>	<b>911</b>	<b>913</b>	<b>10,802</b>	<b>900</b>

Third Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	190	171	141	206	159	145	153	125	181	180	219	179	2,049	171
Other Entries	250	201	238	146	236	262	204	77	152	162	205	178	2,311	193
<b>Total</b>	<b>440</b>	<b>372</b>	<b>379</b>	<b>352</b>	<b>395</b>	<b>407</b>	<b>357</b>	<b>202</b>	<b>333</b>	<b>342</b>	<b>424</b>	<b>357</b>	<b>4,360</b>	<b>363</b>

All Shifts	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	1,202	1,228	1,010	1,087	1,014	909	946	733	973	974	994	1,010	12,080	1,007
Other Entries	1,094	1,154	1,099	921	1,051	1,199	891	465	675	619	975	1,003	11,146	929
<b>Combined</b>	<b>2,296</b>	<b>2,382</b>	<b>2,109</b>	<b>2,008</b>	<b>2,065</b>	<b>2,108</b>	<b>1,837</b>	<b>1,198</b>	<b>1,648</b>	<b>1,593</b>	<b>1,969</b>	<b>2,013</b>	<b>23,226</b>	<b>1,936</b>

## APPENDIX E - CALLS-FOR-SERVICE (CFS) VS. OTHER CAD ENTRIES (2020-21)

SEPTEMBER 1, 2020 - AUGUST 31, 2021

Calls-for-Service (CFS) vs. Other CAD entries

First Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	526	532	474	494	459	436	477	501	530	585	587	577	6,176	515
Other Entries	475	299	265	217	209	300	274	227	238	302	488	435	3,729	311
<b>Total</b>	<b>1,001</b>	<b>831</b>	<b>739</b>	<b>711</b>	<b>668</b>	<b>736</b>	<b>751</b>	<b>728</b>	<b>768</b>	<b>887</b>	<b>1,075</b>	<b>1,012</b>	<b>9,905</b>	<b>826</b>

Second Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	699	670	642	615	579	551	640	610	718	810	809	779	8,122	677
Other Entries	452	530	442	425	514	398	425	425	498	437	542	523	5,711	468
<b>Total</b>	<b>1,151</b>	<b>1,200</b>	<b>1,084</b>	<b>1,040</b>	<b>1,093</b>	<b>949</b>	<b>1,065</b>	<b>1,035</b>	<b>1,216</b>	<b>1,247</b>	<b>1,351</b>	<b>1,302</b>	<b>13,833</b>	<b>1,144</b>

Third Shift	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	230	216	214	253	256	219	247	205	315	314	393	303	3,165	264
Other Entries	144	129	147	106	173	144	240	158	172	135	224	236	2,008	167
<b>Total</b>	<b>374</b>	<b>345</b>	<b>361</b>	<b>359</b>	<b>429</b>	<b>363</b>	<b>487</b>	<b>363</b>	<b>487</b>	<b>449</b>	<b>617</b>	<b>539</b>	<b>5,173</b>	<b>431</b>

All Shifts	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL	Avg
CFS	1,455	1,418	1,330	1,362	1,294	1,206	1,364	1,316	1,563	1,709	1,789	1,659	17,465	1,455
Other Entries	1,071	958	854	748	896	842	939	810	908	874	1,254	1,294	11,448	954
<b>Combined</b>	<b>2,526</b>	<b>2,376</b>	<b>2,184</b>	<b>2,110</b>	<b>2,190</b>	<b>2,048</b>	<b>2,303</b>	<b>2,126</b>	<b>2,471</b>	<b>2,583</b>	<b>3,043</b>	<b>2,953</b>	<b>28,913</b>	<b>2,409</b>



